

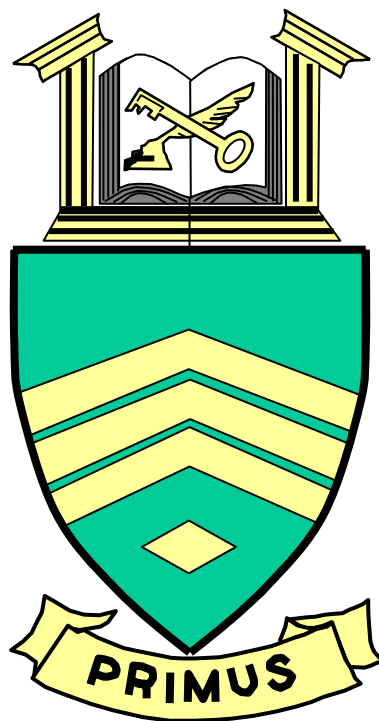
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

U653 (052002)

JUN 01

MEDIA FACILITATION

PRERESIDENT TRAINING PACKAGE LESSON



Overview

The changes occurring in the United States, the evolving information environment, and the emerging information communications technologies have dramatically increased the probability that you will have media present in your unit area during wartime and operations other than war. Leaders at all levels must improve their awareness of public affairs activities. Leaders must recognize the potency of public opinion and its potential impact on the morale, confidence, and effectiveness of soldiers. You must recognize the impact of the media on national strategic goals, theater strategic and operational objectives, and operational and tactical execution. You must plan for and support the presence of the media personnel in your unit and area of operations. This lesson will provide you with information on providing support and resources to the media, and it will also assist you in ensuring your commander meets all communication goals while maintaining required operational security.

Inventory of Lesson Materials

Prior to starting this lesson ensure you received all materials (pages, tapes, disks, etc.) required for this Training Support Package. Go to the **“This [TSP or Appendix] Contains”** section, on page two of the TSP and the first page of each Appendix, and verify you have all the pages. If you are missing any material, contact the First Sergeant Course Class Coordinator at the training institution where you will attend phase II FSC-TATS.

Point of Contact

If you have any questions regarding this lesson, contact the First Sergeant Course Class Coordinator at the training institution where you will attend phase II FSC-TATS.

PRERESIDENT TRAINING SUPPORT PACKAGE

TSP Number /Title U653
Media Facilitation

Effective date JUN 01

Supersedes TSPs U653, Media Facilitation
DEC 99

TSP User This TSP contains a training requirement that you must complete prior to attending phase II, FSC-TATS. It will take you about 1 hour to complete this requirement.

Proponent The proponent for this document is the U.S. Army Sergeants Major Academy. POC: FSC-TATS Course Chief, DSN: 978-8329/8848; commercial: (915) 568-8329/8848.

Comments /Recommendations Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to:

ATTN ATSS DCF FSC TATS
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BLDG 11291 BIGGS FLD
FT BLISS TX 79918-8002

Foreign Disclosure Restrictions The lesson developer in coordination with the USASMA foreign disclosure authority has reviewed this lesson. This lesson is releasable to foreign military students from all requesting foreign countries without restrictions.

**This TSP
Contains**

The following table lists the material included in this TSP:

Table of Contents		Page
Lesson	Section I, Administrative Data	2
	Section II, Introduction/Terminal Learning Objective	4
	Section III, Presentation	5
	Section IV, Summary	6
	Section V, Student Evaluation	6
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Appendixes	A. Lesson Evaluation, Faculty Graded	Not used
	B. Lesson Exercise and Solutions	B-1
	C. Student Handouts	C-1

SECTION I ADMINISTRATIVE DATA**Task
Trained**

This lesson trains the tasks listed in the following table:

Task number:	224-300-2000
Task title:	Implement a Public Affairs Plan,
Conditions:	In a classroom environment, given public affairs guidance from higher headquarters and media presence in wartime or other operations,
Standards:	Correctly identify command support procedures and resources to facilitate media presence in a unit.
Task Proponent:	U. S. Army Public Affairs Proponent Activity, Fort George G. Meade, MD 20755-5650

**Tasks
Reinforced**

None

**Pre-
requisite
Lesson(s)**

None

Clearance and Access There is no clearance or access requirements for this lesson.

Copyright Statement No copyrighted material reproduced for use in this lesson.

References The following table lists the references for this lesson:

Number	Title	Date	Para No.	Additional Information
FM 3-61.1	Public Affairs Tactics, Techniques and Procedures	Oct 00		
SH-1	Facilitate Media Presence In Your Area			Required reading

Equipment Required None

Materials Required None

Safety Requirements None

Risk Assessment Level Low

Environmental Considerations None

Lesson Approval The following individuals reviewed and approved this lesson for publication and incorporation into the First Sergeant Course--The Army Training System.

Name/Signature	Rank	Title	Date Signed
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Benjamin M. Salcido	CNTR	Training Specialist	
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Chris L. Adams	SGM	Chief Instructor, FSC	
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John W. Mayo	SGM	Course Chief, FSC-TATS	
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SECTION II INTRODUCTION

Terminal Learning Objective At the completion of this lesson, you will be able to--

Action:	Identify command support procedures and resources for facilitating media presence in your unit,
Conditions:	as a first sergeant in a classroom environment, given a Public Affairs Plan and higher headquarters PA guidance and media presence in wartime or other operations,
Standard:	Identified command support procedures and resources for facilitating media presence in your unit.

Evaluation Before entering phase II FSC-TATS, you will receive the end of Phase I Performance Examination that will include questions based on material in this lesson. On that examination, you must answer at least 70 percent of the questions correctly to achieve a GO.

**Instructional
lead-in**

With the changes in the Global Information Environment, we know the media will be present during and often before military units deploy for wartime or operations other than war. Fewer than 150 reporters covered the 1944 D-Day invasion of Europe. More than 800 covered Operation Just Cause in 1990, and more than 1500 journalists from around the world covered the Persian Gulf War in 1991. There is no doubt that the news media will cover future military operations and in most cases, will be on the ground before American forces arrive. To prepare for encounters with the media, commanders must accept and understand the roles of news organizations and journalists in the theater and their capabilities in getting information from the battlefield or area of operations.

SECTION III PRESENTATION**ELO 1**

Action:	Coordinate a simulated media entry into the unit area,
Condition:	as a first sergeant in a classroom environment, given an extract (SH-1) containing command PA guidance,
Standard:	Coordinated a simulated media entry into the unit area IAW SH-1.

ELO 2

Action:	Determine media interests,
Condition:	as a first sergeant in a classroom environment, given an extract (SH-1) containing command PA guidance,
Standard:	Determined media interests IAW SH-1.

ELO 3

Action:	Arrange for interviews and news opportunities,
Condition:	as a first sergeant in a classroom environment, given an extract (SH-1) containing command PA guidance,
Standard:	Arranged for interviews and news opportunities IAW SH-1.

ELO 4

Action:	Conclude a simulated media visit,
Condition:	as a first sergeant in a classroom environment, given an extract (SH-1) containing command PA guidance,
Standard:	Concluded a simulated media visit IAW SH-1.

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- | | |
|--|---|
| Learning Step/
Activity 1,
ELO 1, 2,
3, 4 | <ul style="list-style-type: none">• Read ELOs 1 thru 4 above.• Study Student Handouts 1 thru 3 (Appendix C).• Complete Lesson Exercise 1 (LE-1, Appendix B).• Compare your responses with the suggested solution found in SLE-1 solution/discussion for lesson exercise 1 (Appendix B).• If your response does not agree, review the appropriate reference. |
|--|---|
-

SECTION IV SUMMARY

Review/ Summarize Lesson	Upon completion of this lesson you will have the tools to provide support and resources to the media, and to assist your commander to meet his communication goals while maintaining the required operational security.
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Transition to Next Lesson	None
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Check on Learning	The Lesson Exercise in Appendix B serves as the Check on Learning.
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SECTION V STUDENT EVALUATION

Testing Require- ments	Before entering phase II FSC-TATS, you will receive the end of Phase I Performance Examination that will include questions based on material in this lesson. On that examination, you must answer at least 70 percent of the questions correctly to achieve a GO.
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SECTION VI QUESTIONNAIRE

Directions Complete the following actions:

- Enter your name, your rank, and the date you complete this questionnaire.

Name:	Rank:	Date:
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- Answer items 1 through 6 below.
- Fold the questionnaire, so the address for USASMA is visible.
- Print your return address, add postage, and mail.

Note: Your response to this questionnaire will assist the Academy in refining and improving this course. When completing the questionnaire, answer each question frankly. Your assistance helps build and maintain the best curriculum possible.

Item 1	Do you feel you have mastered the learning objectives of this lesson?
Item 2	Was the material covered in this lesson new to you?
Item 3	Which parts of this lesson were most helpful to you in learning the objectives?
Item 4	How could we improve the format of this lesson?
Item 5	How could we improve the content of this lesson?
Item 6	Do you have additional questions or comments? If you do, please list them here. You may add additional pages if necessary

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Appendix B

Index of Lesson Exercises and Solutions

**This Appendix
Contains**

This Appendix contains the items listed in this table--

Title/Synopsis	Page(s)
Lesson Exercise 1	LE-1-1 thru LE-1-2
Solution/Discussion LE-1	SLE-1-1 thru SLE-1-3

Lesson Exercise 1

Media Facilitation

- Item 1: Why should we allow news media representatives to cover our operations, even though they are an annoyance and distraction from our primary mission?
- Item 2: List three possible sources for specific guidance on dealing with news media during an operation.
- Item 3: What should be the first action you take when news media representatives arrive at your unit AO?
- Item 4: How should you deal with journalists who arrive at your unit without credentials from the Joint Information Bureau?
- Item 5: What are the minimum qualifications for your unit's designated media escorts?
- Item 6: How should you handle reporters who are injured or wounded while they are covering your unit?
- Item 7: Why is "embedding" the preferred method for media coverage of your unit?
- Item 8: Why would it be a bad idea to place a television crew in a unit TOC?
- Item 9: You have arranged for several officers and senior NCOs from your unit to give interviews to a visiting reporter. The reporter spots several privates you hadn't considered as interview subjects and says he wants to talk to them. What should you do, and why?

Item 10: What guidance should you give the soldiers in your unit before reporters interview them?

Item 11: Who should assist you in training your soldiers to deal with news media?

Item 12: Why must you help in transmitting reporters' stories?

Item 13: What should be the final step in any visit to your unit by media representatives?

Item 14: What is the DoD principle in regards to information requested from organizations and private citizens?

Item 15: What military units should journalists have access to?

SOLUTION FOR LESSON EXERCISE 1 MEDIA FACILITATION

Item 1: Why should we allow news media representatives to cover our operations, even though they are an annoyance and distraction from our primary mission?

Answer: “The technological explosions of the information age, as well as a better understanding of the news media’s role in the success of Army operations, demand that Army leaders change the way they view media presence in their units.” Open and independent reporting will be the principal means of coverage of U.S. military operations.

Ref: SH-1-2, 1st para under Overview and SH-3-1, para A

Item 2: List three possible sources for specific guidance on dealing with news media during an operation.

Answer: Public Affairs Annex to the OPLAN, division or brigade Tactical SOPs, and fragmentary orders issued by higher headquarters.

Ref: SH-1-3, 7th para under Overview

Item 3: What should be the first action you take when news media representatives arrive at your unit AO?

Answer: Identify them and notify the chain of command of their presence.

Ref: SH-1-3, 2nd para under Receiving Media

Item 4: How should you deal with journalists who arrive at your unit without credentials from the Joint Information Bureau?

Answer: At a minimum, ask for identification and evidence of the medium for which the reporter works. Report this information to your chain of command and wait for them to verify the identity of the reporter. Until you get that verification, treat the reporter as you would any other civilian under your Rules of Engagement.

Ref: SH-1-3, 3rd para under Receiving Media

Item 5: What are the minimum qualifications for your unit's designated media escorts?

Answer: They should be familiar with your unit organization and mission and should be aware of the different needs of the various media.

Ref: SH-1-4, 4th para under Receiving Media

Item 6: How should you handle reporters who are injured or wounded while they are covering your unit?

Answer: They get the same treatment, with the same priority, as your soldiers.

Ref: SH-1-4, 6th para under Receiving Media

Item 7: Why is "embedding" the preferred method for media coverage of your unit?

Answer: When reporters spend time with a unit they develop a better understanding of the unit's missions and soldiers. The result is usually better, more accurate coverage.

Ref: SH-1-4, 8th para under Receiving Media

Item 8: Why would it be a bad idea to place a television crew in a unit TOC?

Answer: Television is a visual medium and needs action and visually interesting pictures to maintain the interest of their audience.

Ref: SH-1-5, 11th para under Receiving Media

Item 9: You have arranged for several officers and senior NCOs from your unit to give interviews to a visiting reporter. The reporter spots several privates you hadn't considered as interview subjects and says he wants to talk to them. What should you do, and why?

Answer: Let the reporter interview them. Soldiers are the best spokesmen the Army has. Also, in accordance with the DOD Principals of Information, only legitimate security concerns should limit a reporter's coverage.

Ref: SH-1-5, 1st para under Arranging News Coverage and SH-3-1, para E

Item 10: What guidance should you give the soldiers in your unit before reporters interview them?

Answer: Remember security; keep comments within your level of authority; be sure to identify your opinions as just that; be open and honest.

Ref: SH-1-6, 2nd para under Arranging News Coverage

Item 11: Who should assist you in training your soldiers to deal with news media?

Answer: Either the unit or the installation Public Affairs staff.

Ref: SH-1-6, 5th para under Arranging News Coverage

Item 12: Why must you help in transmitting reporters' stories?

Answer: Old news isn't news any more. For the Army to get its story told, we must help reporters get their products out in time to make their broadcast or print deadlines.

Ref: SH-1-7, 2nd para under Concluding The Media Visit

Item 13: What should be the final step in any visit to your unit by media representatives?

Answer: Conduct an informal AAR with all those who had a role in the media visit. In this way you can fine tune your plans and training so that each media visit goes more smoothly than the previous one.

Ref: SH-1-7, 4th para under Concluding The Media Visit.

Item 14: What is the DoD principle in regards to information requested from organizations and private citizens?

Answer: Answer all requests in a timely manner.

Ref: SH-2-1, para A.

Item 15: What military units should journalists have access to?

Answer: The military should provide access to all major military units. Special operations may limit access in some cases.

Ref: SH-3-1, para E.

Appendix C

Index of Student Handouts

**This Appendix
Contains**

This Appendix contains the items listed in this table--

Title/Synopsis	Page(s)
SH-1, Facilitate Media Presence In Your Area. (Public Affairs provided)	SH-1-1 thru SH-1-7
SH-2, Extract from FM 3-61.1, Public Affairs Tactics, Techniques and Procedures, Appendix A, DOD Principles of Information	SH-2-1
SH-3, Extract from FM 3-61.1, Public Affairs Tactics, Techniques and Procedures, Appendix B, The Guidelines for Coverage of DOD Combat Operations	SH-3-1

STUDENT HANDOUT 1

FACILITATE MEDIA PRESENCE IN YOUR AREA

This Student Handout Contains Information from the U.S. Army Public Affairs Proponent Activity, 8607 6th Armored Cavalry Road, Room 148, Fort George G. Meade, MD 20755-5650.

Title/Synopsis	Page(s)
Overview	SH-1-2
Receiving Media	SH-1-3
Arranging News Coverage	SH-1-5
Concluding The Media Visit	SH-1-6

FACILITATE MEDIA PRESENCE IN YOUR AREA

OVERVIEW

Since the founding of our republic, reporters and the Army have had an uneasy relationship. Army leaders have always been uneasy dealing with reporters, especially during combat operations. Legitimate concerns for operational security, as well as less defensible desires to hide operations that didn't go well, long served as the reasons for strict limits placed on how much news media representatives could see and what they were allowed to report on during operations. The technological explosions of the information age, as well as a better understanding of the news media's role in the success of Army operations, demand that Army leaders change the way they view media presence in their units.

The number of reporters covering military operations has grown exponentially. Fewer than 150 reporters covered the 1944 D-Day invasion of Europe. More than 800 reporters covered Operation Just Cause in Panama in 1990. More than 1,500 reporters covered Operation Desert Storm in 1991. Those who think the numbers seem manageable should remember that the Saudi Arabian government limited access to the Persian Gulf. Future wars in other theaters will be covered by reporters in far greater numbers.

The time has come and gone when it was possible to restrict all access to information about Army operations. With the exception of special operations, you can expect news media to take part in every operation the Army mounts. Rather than view their presence as a distracter that interferes with our mission, it is better to view the media, like the weather, as an environmental factor for which we must plan and train. Just as the weather isn't always pleasant to experience, our interactions with the media won't always be convenient. But, also like the weather, good planning and training can allow us to use the media to further our goals and make it easier to accomplish the ultimate mission.

Dealing with the media is the commander's responsibility. While the Public Affairs Officer (PAO), and his staff may be available to assist, the media usually arrives on the scene before the U.S. military, including the PAO. That early arrival, as well as the numbers expected, make it unreasonable to expect the PAO to handle all media representatives during an operation. Unit commanders will have to take responsibility for facilitating media presence with their commands.

The objective of media facilitation is to support reporters in their efforts to cover the force and the operation, while minimizing the possibility that media activities will disrupt the operation, endanger mission accomplishment, or compromise soldier safety or privacy. That objective should not be taken as a mandate to prevent reporters from doing their jobs. The Statement of DOD Principles for news media coverage contains guidance for introducing news media into your unit area. There are nine rules for media relations; the first rule stresses that open and independent reporting will be the principal means of coverage of U.S. military operations.

Leaders at all levels should expect regular encounters with journalists who simply show up in their assigned areas of operations. Some of these reporters will be registered with the Public Affairs Joint Information Bureau and will carry identification issued by the PAO. Others will merely appear and begin gathering information to cover your unit's story. Commanders must develop plans to accommodate these reporters and issue guidance to their soldiers on what information and support these reporters should receive. At all times, commanders and leaders should remember that the DOD Principles of Information state that commanders must make available timely and accurate information.

Detailed guidance on specific measures you should take with media during a particular operation may be found in the Public Affairs Annex to the OPLAN. You may also find guidance in the division or brigade Tactical SOP, or in fragmentary orders issued after the start of the operation. The general outlines of the steps you must take to facilitate media representatives in your AO will remain fairly constant.

RECEIVING MEDIA

News media representatives may arrive in your unit area in several ways:

- They may come in a "pool" made up of representatives from a number of news outlets traveling together. Reporters seldom like working in this manner and you can expect to see pools only during the opening stages of an operation or in locations so remote that transportation is a major problem.
- Someone may escort individual reporters to your unit.
- News representatives may be "embedded" in your unit; that is, left with you for a period of days or weeks.
- Finally, media representatives may just show up and ask to cover your operations.

Each of these situations will call for different actions on the part of your unit. In all cases you need to identify the media representatives and report their presence to your chain of command. When you notify the chain of command, it alerts them to the media presence in your unit. That will alert your senior leadership to keep you informed of any new security or Public Affairs guidance and can help avoid operational security problems.

All reporters who have registered in the theater with the Joint Information Bureau will have some sort of credentials. Reporters who lack these credentials may still be legitimate journalists. However, common sense dictates that you take extra efforts to verify their identities. Asking for identification and evidence of the medium for which each reporter works is the minimum prudent action you should take. Pass this information along when you make your report. Your chain of command should then verify the information and let you know the true status of your visitors. Until you are sure of the identities of unescorted, unregistered media representatives you should treat them in exactly the same manner you treat other civilians under your rules of engagement.

Whether or not reporters have escorts when they arrive in your area, you will have to provide unit representatives to guide them. You should include these media escort duties in your planning. Your escorts will provide subject matter expertise on your unit and its operations. They should also be familiar enough with your unit to arrange interviews and coordinate logistical support. Soldiers designated as your media escorts should also be aware of the different needs of the various media; a television crew, for example, has requirements very different from those of a magazine reporter; a magazine reporter's focus may be quite different from that of a reporter from a daily newspaper.

You may also have to provide media representatives transportation while they are with your unit. Plan for this, as well. It is certainly reasonable for you to place some restriction on the amount of equipment you can transport. If a television crew shows up with a full editing setup in a half dozen large cases, it would be reasonable to tell them you can't take it all with you. On the other hand, you have to expect that the same television crew will have to have cameras, battery packs, spare tapes, tripods, and other equipment necessary to do their job.

While they are with your unit, you should grant media representatives the same access to rations, shelter and medical treatment that you provide members of your command. If reporters are wounded while covering your unit's operations, they should receive the same treatment as your soldiers, including transport to the rear with the same priority as your wounded soldiers.

A preferred method of covering Army operations is to "embed" news media representatives in units in the field. This means placing reporters with units and leaving them there for extended periods of time. These reporters eat, sleep and move with the unit. They are normally authorized access to all parts of the unit and may not need escorting at all, once they are familiar with their surroundings. In effect, entire units serve as reporters' escorts. When you embed reporters in a unit, you maintain security at the source by establishing with the reporter what he can and cannot report on and when he can report it.

Embedding media in units is the ideal way of ensuring your unit's story gets out, and that it is told accurately. When reporters spend time in a unit and get to know the unit's soldiers, they better understand the unit mission and actions. The result is normally coverage that is more sympathetic to the Army and more accurate in its coverage of Army operations. The only qualifier to dealing with embedded media is to remember that they are reporters. No matter how friendly and comfortable you and your soldiers become, you should consider nothing you say to be "off the record" when dealing with reporters.

Once you have received members of the media in your unit and you have planned, in general terms, how you will support them, it is time for you to ensure that the reporters can do their jobs. The first step is the process in determining what their interests are. By identifying media interests, you help ensure the free flow of general and military information without censorship or propaganda. Remember, most media representatives strive to publish or broadcast accurate, truthful, balanced stories, but those stories have to be news. Reporters want to know what makes today different from yesterday. They want to report what is unique about your unit

or what is unusual that is happening, not just good news stories. The best way to find out what interests reporters is to ask them.

In addition to knowing the general areas reporters are interested in covering, it is important to remember the medium for which they work.

Television is visual. Hence, a TV crew is looking for strong visual images that tell the story. They may be able to make good use of a few seconds of close up shots of a soldier during an interview, but they will need action shots to go with them and to flesh out the story for the viewing public. Planning to place a TV crew in a unit TOC and leaving it there won't serve either the crew's or the Army's interests: the crew won't get a story that will air and your unit won't get any coverage.

Print reporters can usually cover stories in greater depth than is possible for television. They also may be able to spend more time with one interview or at one location. However, they will want to support their stories with good photographs, so they too will want to find good visual images. The real difference is that while television thrives on movement and action, a still photographer may get all the emotion and force he needs from a close-up shot of a tired soldier at rest.

In planning for media visits to your unit, you should review everything you and your soldiers do for possible story ideas. Embedded media personnel will be able to find the stories they need over the course of time. For reporters who arrive wanting to get a story and then leave, it is best if you can offer a few topics. This will be especially important during times when there isn't a great deal of ongoing action. During the long months of the Army's build up during Desert Shield, the distinctions between units became pretty vague for most civilian reporters. There were only so many training-in-the-sand stories they wanted to tell. Units that could offer tips on something unusual got coverage. Examples ranged all the way from a soldier whose wife just gave birth to twins back home, to a soldier who made the hours he was off duty more bearable by playing some great blues on a saxophone he brought in his duffel bag. Planning story ideas to offer to reporters also gives you a great opportunity to include command messages stressed in guidance from the PAO and the chain of command.

ARRANGING NEWS COVERAGE

Once you have identified media interests and unit stories, you must arrange for interviews and news opportunities. Let reporters talk to your soldiers. If the purpose of the media visit is to conduct interviews, you should determine the soldiers who are best qualified and let them talk to the reporters. Select interviewees with the subject matter expertise or background the reporter is interested in. This will ensure coverage is accurate and timely. The reporter won't have to conduct multiple interviews hoping to find what he needs if you give it to him in the beginning. Reporters may want to talk to soldiers other than those you have selected for interviews. Let them. Soldiers are the best spokesmen the Army has.

When interviewed by media personnel, soldiers need remember only a few ground rules. Most important is to keep security concerns in mind. The best way to prevent security violations

is to identify them at the source. Almost as important is for soldiers--no matter what their rank--to keep their comments in their lane. They should never comment about military operations beyond their level of responsibility. Company commanders shouldn't talk about decisions made at brigade level, squad leaders should only comment about their squads, and privates should discuss only their own actions and duties. It is all right to express opinions, as long as it is made clear that it is the soldier's opinion and not a representation of Army policy. It is also all right to discuss things that have gone wrong as well as things that have gone well. In fact, doing so often adds credibility to what soldiers have to say. The key is to make sure the reporter hears the real story of your unit. Otherwise, no one will ever know what you did, except you.

Lieutenant General (Retired) Paul E. Funk, who commanded 3d Armored Division in the Persian Gulf War, wrote after the cease fire, "I was upset to find that people did not know that 3d Armored Division and VII Corps had been in a very heavy fight, under great contact, with some of the enemy's first-rate units. The story was not told well enough about the people who did the fighting--the companies, platoons, and task forces. Invariably, if you allow the media to look at what you are doing and get them out with the soldiers, it comes out fine."

If possible, give your soldiers and leaders time to prepare before an interview. That preparation could range from planning responses to expected questions, in the case of a formal interview with a senior commander, to straightening up the inside of the track for an on-the-spot interview with a section or crew. At the least, soldiers should be aware of whom they are talking to and should know the command messages the chain of command wants stressed.

Almost all soldiers, regardless of rank, do well in media interviews if you train them in advance. The best time to conduct this training is before the operation begins. Organizations with organic public affairs staffs should use the PAO as a source of instructors for training on dealing with news media. Where there are no public affairs soldiers in the unit, the installation PAO should provide this training. This should be part of your on-going, regularly scheduled training. An update or refresher session prior to deployment is a good idea, and is often part of deployment SOPs, but there is no substitute for good, solid training and experience. As in all things we do, it is best to train the way you will fight. Handle media visits in garrison the way you would during an operation and soldiers and leaders alike will be far more comfortable.

CONCLUDING THE MEDIA VISIT

A quick departure from your unit area may be important to your reporters. They are often facing tight deadlines and need to get their stories back. You need to do what you can to help them. Offer whatever assistance you can. That may involve help with transportation or coordinating with other units to provide transportation. If support requirements are beyond your unit's capabilities, contact Public Affairs.

Even when you embed reporters in your unit they have to file their stories. It is incumbent on the Army to help them do so. While more and more media representatives arrive with their own satellite communications or other means to get stories out, some still lack such communications equipment. It may fall upon your unit to help get the word out. That may mean granting access to military communications (as long as it doesn't impede operations), or it may

mean physically transporting videotape, computer disks, or film to the rear. The Marine Corps received a disproportionate share of Desert Storm coverage because their commanding general made helicopters available to transport stories to the rear. The Army relied on ground transport across hundreds of miles of desert. The sad fact was--and remains--that a great story loses its value with time. As the old saying goes "Today it's news. Tomorrow it's just history." Dozens of Army stories ended up in filing cabinets instead of on television and in the newspapers because we took too long getting them to the rear. To get your unit's story told, hours are important. You must do whatever you can to speed transmission of your stories to the outside world.

Once reports have left your AO, you should pass a report up your chain of command assessing how the visit went. The results of media visits--what reporters were interested in, any perceived attitudes, the number of stories filed--can help commanders assess or modify their public affairs plans and guidance. Your reports will help senior commanders integrate public affairs and media relations in their decision-making process and will assist them in developing future courses of action, plans, and orders.

The final step in any media visit should be to conduct an informal AAR with those who took part. In this way you can fine tune your own plans and training so that each visit goes more smoothly than its predecessor.

STUDENT HANDOUT 2

APPENDIX A, FM 3-61.1

DOD PRINCIPLES OF INFORMATION

- A. Timely and accurate information will be made available so that the public, Congress, and the news media may assess and understand the facts about national security, defense strategy, and on-going joint and unilateral operations.
- B. Requests for information from organizations and private citizens will be answered in a timely manner. In carrying out this policy, the following principles of information apply:
 - (1) Information will be made fully available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act and the Privacy Act will be complied with in both letter and spirit.
 - (2) A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their family members.
 - (3) Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.
 - (4) Information will be withheld only when disclosure would adversely affect national and operations security or threaten the safety or privacy of the men and women of the Armed Forces.
 - (5) The Department's obligation to provide the public with information on its major programs and operations may require detailed public affairs planning and coordination within the Department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda or publicity designed to sway or direct public opinion will not be included in Department of Defense public affairs programs.

STUDENT HANDOUT 3

APPENDIX B, FM 3-61.1

THE GUIDELINE FOR COVERAGE OF DOD COMBAT OPERATIONS

- A. Open and independent reporting will be the principal means of coverage of U.S. military operations.
- B. Pools are not to serve as the standard means of covering U.S. military operations. But pools may sometimes provide the only feasible means of early access to a military operation. Pools should be as large as possible and disbanded at the earliest opportunity--within 24 to 36 hours when possible. The arrival of early access pools will not cancel the principle of independent coverage for journalists already in the area.
- C. Even under conditions of open coverage, pools may be appropriate for specific events, such as those at extremely remote locations or where space is limited.
- D. Journalists in a combat zone will be credentialed by the U.S. military and will be required to abide by a clear set of military security ground rules that protect U.S. forces and their operations. Violation of the ground rules can result in suspension of credentials and expulsion from the combat zone of the journalists involved. News organizations will make their best efforts to assign experienced journalists to combat operations and then make them familiar with U.S. military operations.
- E. Journalists will be provided access to all major military units. Special operations restriction may limit access in some cases.
- F. Military public affairs officers should act as liaisons but should not interfere with the reporting process.
- G. Under conditions of open coverage, field commanders will permit journalists to ride on military vehicles and aircraft whenever feasible. The military will be responsible for the transportation of pools.
- H. Consistent with its capabilities, the military will supply PAOs with facilities to enable timely, secure compatible transmission of pool material and will make these facilities available whenever possible for filing independent coverage. In cases when government facilities are unavailable, journalists will, as always, file by any other means available. The military will not ban communications systems operated by news media organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.
- I. These principles will apply as well to the operations of the standing DoD National Media Pool system.